SMITH BURKE & AZZAM ADVERTISING

file

Barry L. Smith
President

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J. L. THOMPSON'S OFFICE

March 30, 1983

Mr. Clifford H. Goldsmith
President
PHILIP MORRIS, INC.
100 Park Ave.
New York, NY 10017

Dear Mr. Goldsmith:

A "Core Dump" on the media.

Smith Burke & Azzam feels strongly that the subject of media selection and weight should be "strategically driven"... and only secondarily a cost efficiency issue.

Media direction, in our judgment, flows from the answers given to the appropriate questions such as:

- What are the overall business objectives and plans? For established markets; new markets; development markets? Long term? Short term?
- What are the ground rules regarding investment spending? Long term? Short term?
- What are the communication objectives. For established markets; for new markets; for development markets? Long term? Short term?
- Who is the target audience(s)?
- What is the competitive communication environment?
- What are you trying to say to people ... that is conceivably compelling and relevant?
- What is the best way to say it?
- Which media best delivers the communication?

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And, finally ...

- What are the reach and frequency objectives? How many people do we want to talk to? How often?
- What is the most efficient and effective way to deliver against the communication objectives?

The issues, such as "To radio ... or not to radio" mostly flow from strategy ... which flows from objectives.

We agree that the efficiency and effectiveness of one communication strategy vs. another ... is a fundamental marketing issue requiring constant focus. To this list we would add a number of other researchable items ... including:

- Persuasion ability of the communications selling propositions.
- Selection of creative alternatives in delivery of that selling proposition.
- Spending levels necessary to achieve optimum response.

Needless to say, these more "theoretical" issues are in the final analysis, heavily influenced by the reality of your P&L demands, the competitive communication environment, and your leverage position within a given market. The fact of the matter is, however ... that these questions tend to go unasked ... (and, hence, unanswered) unless some gadfly (in this case we are volunteering) keeps them alive.

Let's talk.

Sincerely,

Barry L. Smith

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